

CHAPTER IV

The Thai Alcohol Industry

4.1 Thai Alcohol Market Environment

The Thai alcohol industry was largely controlled by a few wealthy Thai families, the most dominating being the Bhirom Bhakdi family who made a alcohol a concession in 1933 with the Thai government ensuring them a monopoly of the Thai alcohol market, with the only Thai manufactured Beer brand, Singah. The concession came to a close about six decades later in 1999, when the manufacturing of alcohol beverages in Thailand was liberalized.¹

The Anand Panyarachun government proposed the liberalization of the Thai alcohol market in 1992 and after discussion in the congress it was decided to implement it in two steps. The brewing of Beer was liberalized in 1993 and spirits in 1999. The liberalization was executed in two parts, firstly, the government distilleries were auctioned off, including property, buildings and equipment. Secondly, it became available for any company to apply to the Excise Department for a license to manufacture alcohol beverages, those who applied for these licenses had to conform to certain laws and standards.²

¹ Chris Baker & Pasuk Phongpaichit. (2008). *Thai capital after the 1997 crisis*. Silkworm Books. Page 130.

²Chris Baker & Pasuk Phongpaichit. (2008). *Thai capital after the 1997 crisis*. Silkworm Books. Page 141.

After the liberalization the alcohol market environment changed and many smaller manufacturers began to expand their business. The most noticeable was Surathip, later known as Thai Beverage (ThaiBev). Today ThaiBev is Thailand's leading alcohol manufacturer with more than half of the market share. The rivalry between Boon Rawd Brewery and ThaiBev, starting in the middle of the 1990's have been known as the "Beer Wars" and ThaiBev have come out with the upper hand in these beer marketing battles. The fall of Boon Rawd Brewery is remarkable, being one of the most highly established family companies in Thailand and with 90% of the Thai alcohol market in the mid 1990's. Just a few years after the liberalization of the alcohol market in 2000 their market share had reduced to 30%. A company, which had battled every crisis in the 20th century and had grown a custom to a secure and comfortable monopolistic business atmosphere, almost became their downfall.³

4.2.1 ThaiBev

ThaiBev's dominance of the Thai alcohol market can be traced to the company's founder Charoen Sirivadhanabhakdi, often ranked as Thailand's richest man. In 2005 Forbes Magazine he was ranked the fifth richest man in Southeast Asia and 194 in the world.^{4&5} ThaiBev's foundations were where

³Nation. (18. August 2010). *Boon Rawd's battle for survival*. (P. Chagsorn, Writer) Retrieved 6. October 2010 from <http://www.nationmultimedia.com>:

<http://www.nationmultimedia.com/home/2010/08/18/business/Boon-Rawd-s-battle-for-survival-30136097.html>.

⁴Baker, C., & Phongpaichit, P. (2008). *Thai capital after the 1997 crisis*. Silkwood Books. Page 129.

formed in 1983 when Charoen set up his alcohol company Surathip with the aim to take part in bid to control 32 provincial distilleries, the provincial distilleries where split into twelve zones in the bid. Surathip eventually got control of all twelve zones, mostly due to network of powerful friends. After the liberation of the Thai alcohol market Surathip spearheaded an offensive in progressive marketing of alcohol, one of them being the introduction of Beer Chang to the Thai market in 1995.⁶ In 2003 Charoen set up Thai Beverage to act as his holding company and in 2006 the company was listed on the Singapore exchange where it raised the third highest first sale of stock by a company to the public, ever seen in Singapore.⁷ ThaiBev is the biggest alcohol manufacturer in Thailand, even one of the biggest in the region of Southeast Asia. ThaiBev's main alcohol brand are as follows;

Beer

- Chang is the highest selling beer manufactured by ThaiBev. First on the market in 1995 and is brewed at 6,4% alcohol by volume (abv) for the domestic market and 5% abv. for export. In fact the domestic and exported versions of Chang beer are two different types of beer, the

⁵Forbes. (9. July 2007). *Southeast Asia's 40 Richest*. Retrieved 6. October 2010 from [forbes.com: http://www.forbes.com/2005/09/07/southeast-asia-richest-cz 05sealand 6.html](http://www.forbes.com/2005/09/07/southeast-asia-richest-cz 05sealand 6.html).

⁶Baker, C., & Phongpaichit, P. (2008). *Thai capital after the 1997 crisis*. Silkworm Books. Page 145.

⁷Chris Baker & Pasuk Phongpaichit. (2008). *Thai capital after the 1997 crisis*. Silkworm Books. Page 150.

exported version being a 100% malt, while the domestic Chang beer contains rice.⁸

- Archa beer has only been on the market for 6 years, but it was launched 2006. The beer is 5,4% abv and especially aimed at an emerging group of beer drinkers who prefer a smooth beer with a lower alcohol content.⁹
- Federbrau Beer is especially aimed at the younger generations of beer drinkers. Some of the marketing of the Federbrau beer entails that this particular beer is for young people who live sophisticated and exiting lives. As the name gives away, the beer has the flavor of a German beer and has the lowest abv. percentage of all the beer manufactured by ThaiBev, which is at 4,7% abv.¹⁰

Spirits

- Mehkong is ThaiBevs most famous liqueur brand, but not the highest selling. Mehkong liqueur is categorized as rum and was first manufactured in 1941, with the intent having a high quality domestic liqueur to compete with the imported ones.¹¹
- Sang Som rum is ThaiBev's biggest selling Spirit and their strongest domestic brand. Sang Som rum held about 50% of the brown spirit

⁸ThaiBev. *Beer*. Retrieved 13. August 2010 from Thaibev.com:
<http://www.thaibev.com/en08/product.aspx?sublv1gID=11>

⁹ThaiBev. *Beer*. Retrieved 13. August 2010 from Thaibev.com:
<http://www.thaibev.com/en08/product.aspx?sublv1gID=11>

¹⁰ ThaiBev. *Beer*. Retrieved 13. Agust 2010 from Thaibev.com:
<http://www.thaibev.com/en08/product.aspx?sublv1gID=11>

¹¹ ThaiBev. *Spirit*. Retrieved 14. Agust 2010 from Thaibev.com:
<http://www.thaibev.com/en08/product.aspx?sublv1gID=12>

market in Thailand for about three decades. In the year 2006 the brand fell under 50 %, the drink is still the spirit choice of the Thai drinker.^{12&13}

- Ruang Khao is the ThaiBevs biggest white spirit brand. It comes with four different levels of alcohol content, which is 28%, 30%, 35%, 40% abv.

Other successful spirit brands produced by ThaiBev are; Mungkorn Thong and Hong Thong and brands based on malt whisky such as Crown 99 and Blue, White spirit like Niyomthai and White Tiger. Thau also manufacture Scottish whisky brands such as Hankey Banister and Pin Winnie Royal Scotch Whisky.¹⁴

4.2.2 Boon Rawd Brewery

Boon Rawd Brewery was established in the year 1933 by Boonrawd Srethabutra whom King Prajadhipok Rama VII bestowed the seniority title of Phraya Bhirom Bhakdi. The Boon Rawd Brewery is still owned and operated by the Bhirom Bhakdi family, now the third and the fourth generation.¹⁵

¹²ThaiBev. *Spirit*. Retrieved 14. Agust 2010 from Thaibev.com: <http://www.thaibev.com/en08/product.aspx?sublv1gID=12>.

¹³ThaiBev. *History*. Retrieved 14. Agust 2010 frá sangsomrum.com: <http://www.sangsomrum.com/history.htm>

¹⁴Wikipedia. (18. July 2010). *ThaiBev*. Retrieved 14. August 2010 from Wikipedia.org: <http://en.wikipedia.org/wiki/ThaiBev>.

¹⁵Chris Baker & Pasuk Phongpaichit. (2008). *Thai capital after the 1997 crisis*. Silkworm Books. Page 130.

The company's main products are beer and soft drinks, though initially they were a beer brewery, the soft drinks are a new line of products and give the company a broader variety of products, as said before their main goal has been to dominate the domestic beer market, as well as to increase the growth in beer export. Their most successful beer brands are as follows;

- Singha is the brewery's flagship product and their premier beer and the brewery's highest selling product. Singha was the highest selling domestic beer until Chang replaced took the first spot in the so-called "beer wars". The alcohol content of the beer used to be 6% abv. but was changed to 5% abv.
- Leo is the economy beer brand of the brewery and with young people as the preferred target group. The alcohol content of the beer is 5% abv.¹⁶
- Thai Beer is an economy priced beer with high alcohol content or 6.4% abv.¹⁷ The beer's target group are the rural and the poorer domestic beer drinkers, which is the same target group as of Isan beer, which was the economy brand the brewery had before, obviously targeting the rural Thais.

4.2.3 Global alcohol corporations

The strong monopolistic hold the ThaiBev and Boon Rawd Brewery have on the Thai alcohol market is exceptional. The overall development in

¹⁶ Boon Rawd Brewery. *Leo Beer Product*. Retrieved 14. August 2010 from Leo Beer : <http://www.leolism.net/product.html>

¹⁷ Boon Rawd Brewery. *Thai Beer*. Retrieved 14. August 2010 from www.boonrawd.co.th/: <http://www.boonrawd.co.th/>

alcohol consumption in the Southeast Asian region as well as the rest of the developing world has seen transnational corporations spearhead the promotion of alcohol beverages. This development has progressed mostly with progressive marketing strategies, often in business environments that are often lacking policies regarding alcohol, such as restrictions on promotion methods. In other Southeast Asian countries, the large transnational alcohol manufacturers control the majority of the alcohol industry.¹⁸

Of the 10 biggest alcohol manufacturers in the world, Carlsberg and Heineken have been major players in the Southeast Asian mainland, of the top ten transnational alcohol manufacturers. In some instances the major alcohol manufactures join forces to secure their hold on the market in the region, like in the case of Heineken and Guinness and their joint venture in Singapore, where the Heineken brewery brews Guinness. In Malaysia Gunnies is a part owner of a domestic brewery that manufactures the Guinness beer.¹⁹

According to Dr. Thaksaphon there are in three different models on how the transnational alcohol companies enter the domestic markets in the Southeast Asian region:

1. Establishing their branch in the country, centralized form the head office preferably in Europe or North America and importing the alcoholic beverages for the market. An example of this is San Miguel in Thailand.

¹⁸ David Jerningan. (1999). The Global Expansion of Alcohol Marketing. *Journal of public Health Vol. 20. No 1., 56-80. Page 58.*

¹⁹ David Jerningan. (1999). The Global Expansion of Alcohol Marketing. *Journal of public Health Vol. 20. No 1., 56-80. Page 58 – 59.*

2. Establishing a joint venture with another transnational alcohol corporation in order to enter the market, just as Heineken and Guinness in Singapore.
3. Establishing a partnership with a local brewery, assisting it to brew its domestic brand, which is usually an economy beer aimed at the local beer drinkers, while the imported global brand enjoy the same channels to promote their brands. Example is the Heineken partnership in Cambodia with a local brewery, which manufactures Anchor Beer.²⁰

As mentioned before, Thailand is the exception in the Southeast Asian region. Domestic alcohol companies control the majority of the alcohol market and they seem to have a secure hold on it. The Thais did not however miss out completely on joining forces with one of the global majors. In December 2000 Carlsberg and ThaiBev introduced the beer brand name Chang under the auspices 50/50 joint venture named Carlsberg Asia. The objective was to create a significant brewing company in Asia. A mere three years later in 2003 Carlsberg pulled out from the joint venture, resulting in ThaiBev claiming 2.5 billion US dollars in damages. In 2005 the two companies reached a settlement of 120 million US dollars, which was paid by Carlsberg.²¹

²⁰ Thaksaphon Thamarangsi. (10. August 2010). Director of Center of Alcohol Studies in Thailand. (P. A. Steinarsson, Interviewee) Bangkok.

²¹ Carlsberg. (31. August 2005). *Chang and Carlsberg agree on settlement*. Retrieved 15. August 2010 from [carlsberggroup.com: http://www.carlsberggroup.com/media/News/Pages/changandcarlsbergagreeonsettlement-SEA2005.aspx](http://www.carlsberggroup.com/media/News/Pages/changandcarlsbergagreeonsettlement-SEA2005.aspx)

Table 6: Company share by volume

Company Shares of Alcohol Market 2004 – 2007				
% Total Volume pr. Company	2004	2005	2006	2007
Thai Beverage PLC	57.1	55.3	52.6	55.3
Boon Rawd Brewery Co Ltd	22.7	26.0	31.3	33.2
Heineken NV	3.8	3.7	3.5	3.2
Permod Richard Group	1.2	1.2	1.0	0.9
Siam Winery Co Ltd	0.7	0.7	0.7	0.7
Diageo Plc	0.4	0.6	0.6	0.6
The Asian Pacific Brewery Co Ltd	-	-	0.3	0.4
Asian Pacific Breweries (S) Pte Ltd	0.2	0.2	0.3	0.3
Regency Thai Co Ltd	0.2	0.2	0.2	0.2
San Miguel Corp	-	0.1	0.2	0.1
SABMiller Plc	0.2	0.1	0.1	0.1
Bacardi & Co Ltd	0.1	0.1	0.1	0.1
Modelo Sa de CV, Grupo	0.2	0.1	0.1	0.1
Independent Distillers Group	0.1	0.1	0.1	0.1
Ashai Breweries Ltd	0.1	0.1	0.1	0.1
Carlsberg A/S	0.1	-	-	-
Allied Domineq Plc	0.1	-	-	-
Others	12.9	11.4	8.9	9.6
Total %	100	100	100	100

Source: Centre of Alcohol Studies in Thailand.

Table 6 shows the overall companies percentage share in the Thai alcohol market measured by the volume of produced products between the years 2004 to 2007. ThaiBev sits on the throne and dominates the market with 55–57% share of the market. Interestingly the manufactured volume of alcoholic products are decreasing gradually in the four year time period, falling by 4,5% between 2004 and 2006, then recovering slightly again in a year later in 2007. Boon Rawd

Brewery on the other hand sees a considerable growth from year to year, gaining a 10,5% growth in produced volume in the four-year period.

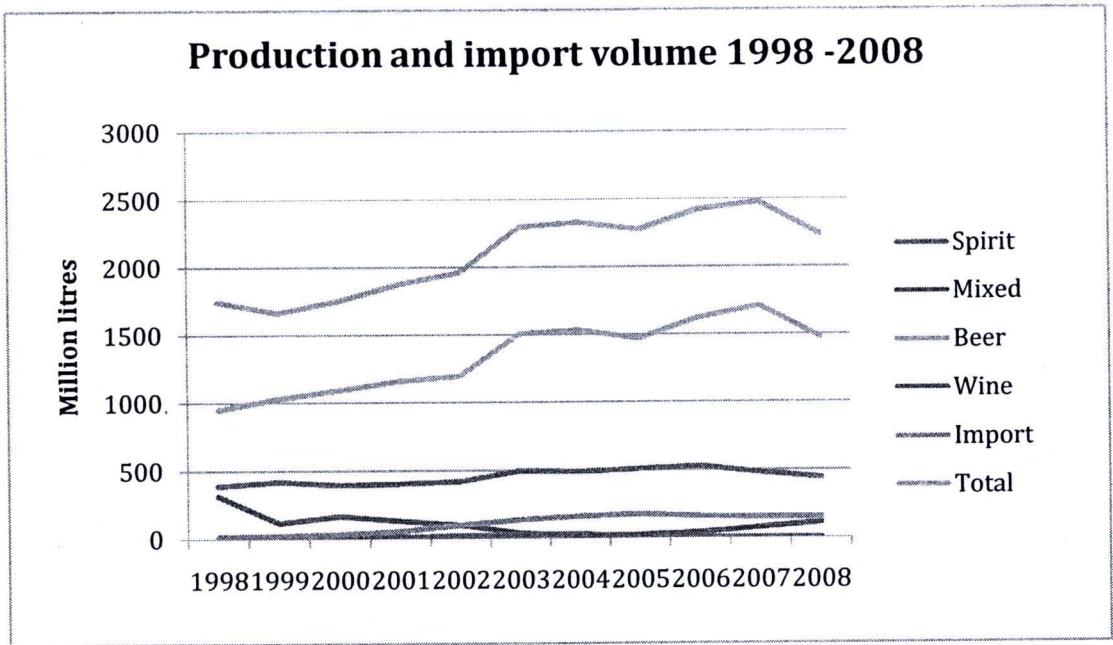
According to the data the two Thai companies share 88,5% of the domestic alcohol market in the year 2007. The remaining 11,5% of the markets volume is divided by transnational corporations that are trying to penetrate the Thai market and a few smaller domestic alcohol companies. The most successful global brand is Heineken, with 3,2 % in 2007, but the data shows that their market share by volume, has decreased by 0,6% from the year 2004, which indicates that the competition on the Thai alcohol market is tough. The other companies only have a fraction of the market, some are well known established global brands, such as Carlsberg, Miller, San Miguel and Bacardi.

4.1 Thai Alcohol Production

The Thai alcohol industry has had an rapid growth rate, especially in the recent years. In the year 1940 the total sales of alcohol beverages in Thailand were 11,8 million liters, 2006 or 66 years later the sales of alcohol beverages had increased 54 times, or a total of 641 million liters, let it be noted that the later figure does not include any imported alcohol beverages.²²

²²Bundit Sornpisan, & Chutaporn Kaewmungkun. (28. May 2008). Past and present. *Dramatic Change of Alcohol Consumption in Thailand*. Page 2.

Figure 5. Production and import 1997-2008.



Source: Centre of Alcohol Studies Thailand.²³

Figure 5 shows the development in alcohol beverage production and import from the year 1998 to 2008. As indicated on the line chart the amount of alcohol produced and imported dropped in three periods in this ten-year time line. The first drop in total production and imports occurred in 1998. Dr. Thaksaphon argues, that the fall in production was due to the Asian financial crises, which hit the region heavily in 1997 and caused a serious decrease in consumption. The second production drop occurred in the time frame of 2003 to 2005 and shows a slight fall or a status quo in the production. Dr. Thaksaphon explains that this particular drop in alcohol production and imports was a result of the war on drugs in the northern parts of Thailand. The third fall in production

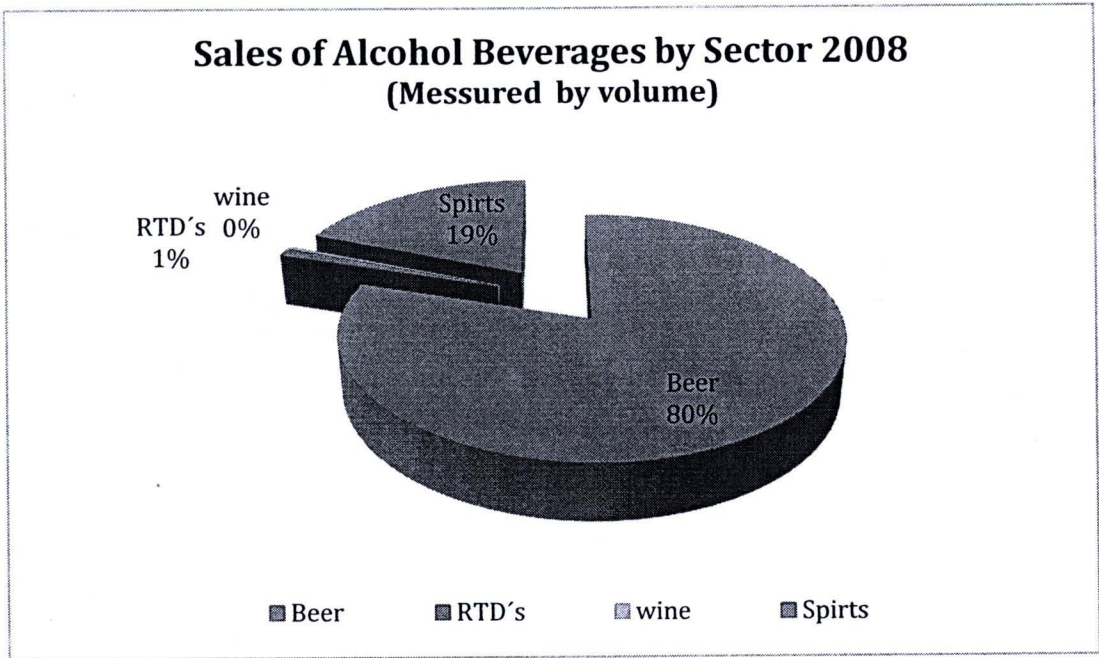
²³Thaksaphon Thamarangsi. (2010, Febuary 2). Director of The Center for Alcohol Studies in Thailand. (P. A. Steinarsson, Interviewer)

can as seen on the chart is in the end of 2008 and can be explained by factors such as a decrease in tourism because internal affairs like, the seizing of the Thai international airport and political turmoil as well as an large overproducing of beer in the years before. External causes would be the financial crises hitting Thailand later that same year.²⁴

Aside from the clear increase trend in the total production and import of alcohol in this period, the most noticeable development in the alcohol production is the immense rise of beer production. In 1998 the production volume is 950,3 million liters then peaking at 1711million liters in 2007, then descending to 1477 million liters in 2008. In fact the rise in beer production counts for most of the increase in production and import of alcohol. The rise of imported alcoholic beverages is also very interesting. In the ten-year period the alcohol import grows from 17,64 million liters in 1998 to 156,15 million liters in 2008, the growth is nine fold in this ten-year period. Dr. Thamarngsi said that the sales in imported alcohol beverages were mostly linked to fashion trends, it is considered cooler than Thai beverages.

²⁴ ThaksaphonThamarangsi. (2. Febuary 2010). Director of The Center for Alcohol Studies in Thailand. (P.A. Steinarsson, Interviewer)

Figure 6. Sales of alcohol beverages (volume)

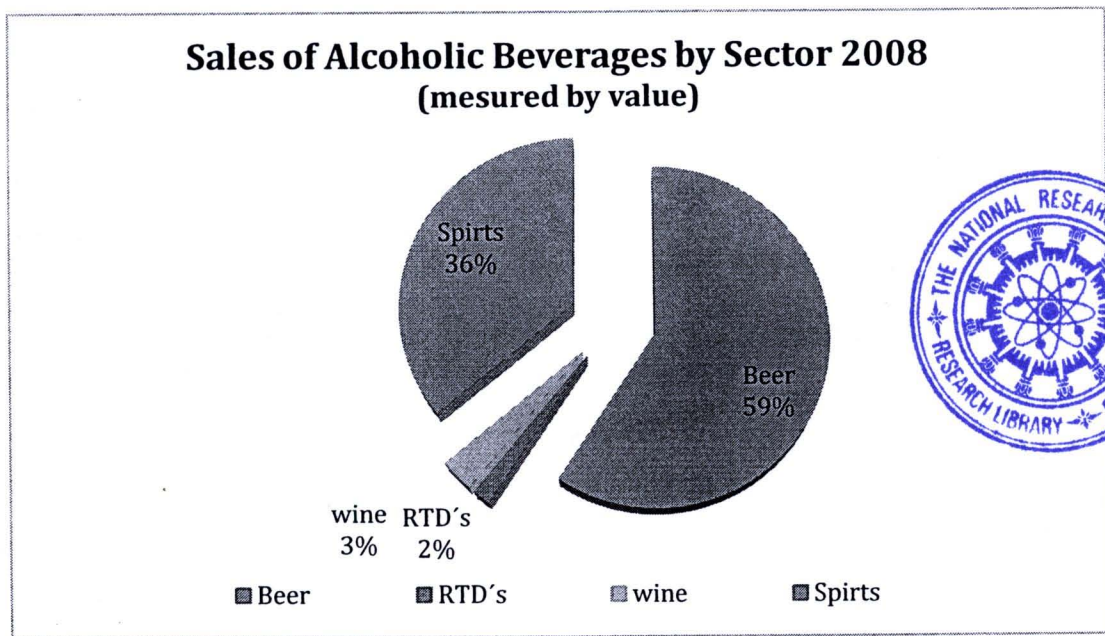


Source: International Center for Alcohol Policies²⁵

Market data from the Thai alcohol industry on the sales of alcohol beverages shows the sales by types of beverages by volume. As seen on figure 6 beer is by far the most sold of the alcohol beverages in Thailand with 80% market share. Spirits are in second place with just under one quarter of the sale of beer with 19%. Combined beer and spirits have 99% of the alcohol produced, the remaining 1 % is divided between and ready to drink alcohol beverages (RTD's) with 1 % and wine just less than 1%.

²⁵International Center for Alchol Policies. (2010). *Alcohol Production by Country*. Canadean Limited.

Figure 7. Sales of alcohol beverages (volume)



Source: International Center for Alcohol Policies.²⁶

The sale of alcohol beverages by volume mirrors the value created by their sales up to a point, as displayed in figure 7. The alcohol market generated 346,503.8 millions Baht in revenue in the year 2008. Beer provided the highest turnover with 59% of the alcohol industries revenues, with sales at 205,493.3 million Baht. Spirits account for 36 % of all alcohol industries turnover with the total of 124,683.2 million Baht. Wine generated 3% with sales at 10,715.2 million Baht, and RTD's sales were 5,612 million Baht. If figure 6 and 7 are compared, it becomes tangible that spirits, which have only 19% volume share, are generating 36 % of the total value. The difference in the shares is explained by the fact that spirits are generally more expensive and therefore generating a higher income. The same applies wit wine and RTD's, which have a higher portion of volume

²⁶International Center for Alchol Policies. (2010). *Alcohol Production by Country*. Canadean Limited.

sold but lower income than RTD's, wine is in many cases categorized as a luxurious product and therefore can be very expensive.

According to an estimate calculated by Dr. Thaksaphon and CAS, based on the production volume in picture 1. The production from 2008 to 2020 will have an average of 13,7 % increase in imported alcohol beverages. The estimate also shows a yearly increase in the total, that is import and production of a 11,7%. The distilled spirits show an estimate of a very low increase just under 2% on a yearly basis.²⁷

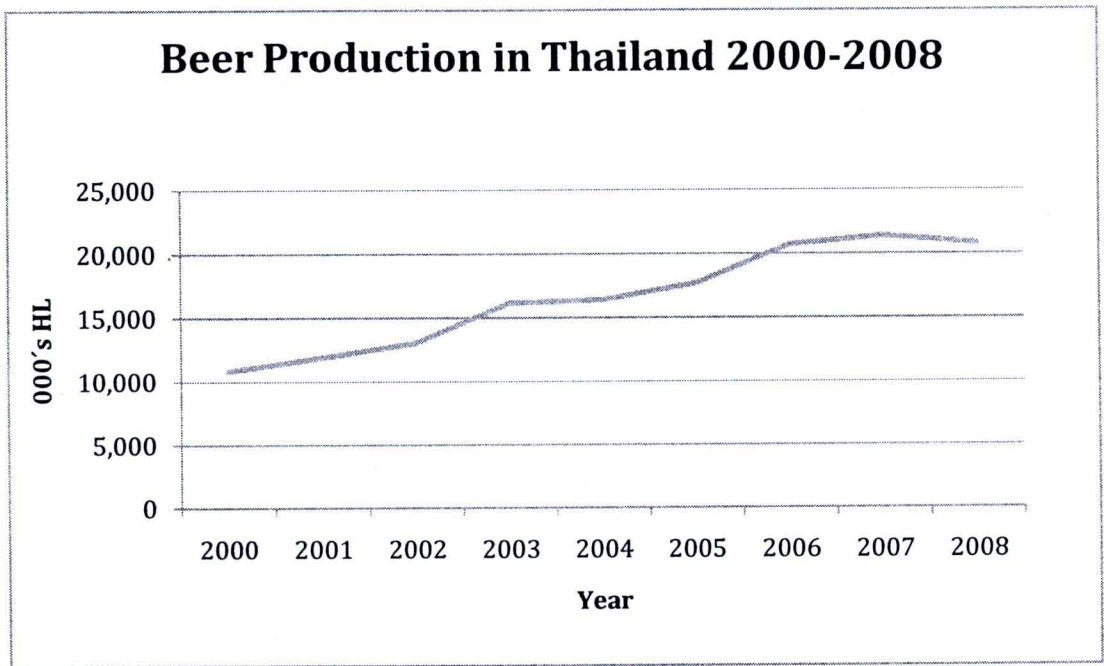
The most significant thing about the increase in production of alcohol beverages is the massive increase in beer sales in the country. Thai alcohol consumers have a history of choosing spirits rather than wine or beer. Recently there has been a shift in this consumer behavior where more consumers have been turning to beer. The consumption of beer had an eightfold increase in the period from 1982 to 2001.²⁸ This development in beer consumption is backed up by statistics compiled from the alcohol industry and the stock exchange by Bundit Sornpi and Chutaporn Kaewmungkun in 2004. Their findings show that the market growth of beer in Thailand was four times faster than in the world market, the growth rate in that period was 2,5% for the world market

²⁷Thaksaphon Thamarangsi,. (2010, February 2). Director of The Center for Alcohol Studies in Thailand. (P. A. Steinarsson, Interviewer)

²⁸Thaksaphon Thamarangsi. (2006). Thailand: Alcohol today. *Society for study of addiction* , 783-787. Page 783.

while it was 10,1% in Thailand. Their research also showed that growth rate of spirits was eight times higher in Thailand then the rate of the world market.²⁹

Figure 8. Beer Production 2000- 2008



Source: International Center for Alcohol.³⁰

Recent data gathered for the International Center of Alcohol policies reveal clearly the development in the popularity of beer amongst Thai alcohol drinkers. As seen on figure 9, the production of beer in Thailand is on an almost constant rise in the period 2000 to 2007. The year 2006 shows a slight stagnation in production, which is most likely attributed to the political turmoil and the worldwide financial crises accruing in that period. Another reason for the production stagnation pointed out by Dr. Thaksaphon, is the piling of beer or

²⁹Bundit Sornpisan, & Chutaporn Kaewmungkun. (28. May 2008). Past and Present. *Dramatic Change of Alcohol Consumption in Thailand*. Page 2.

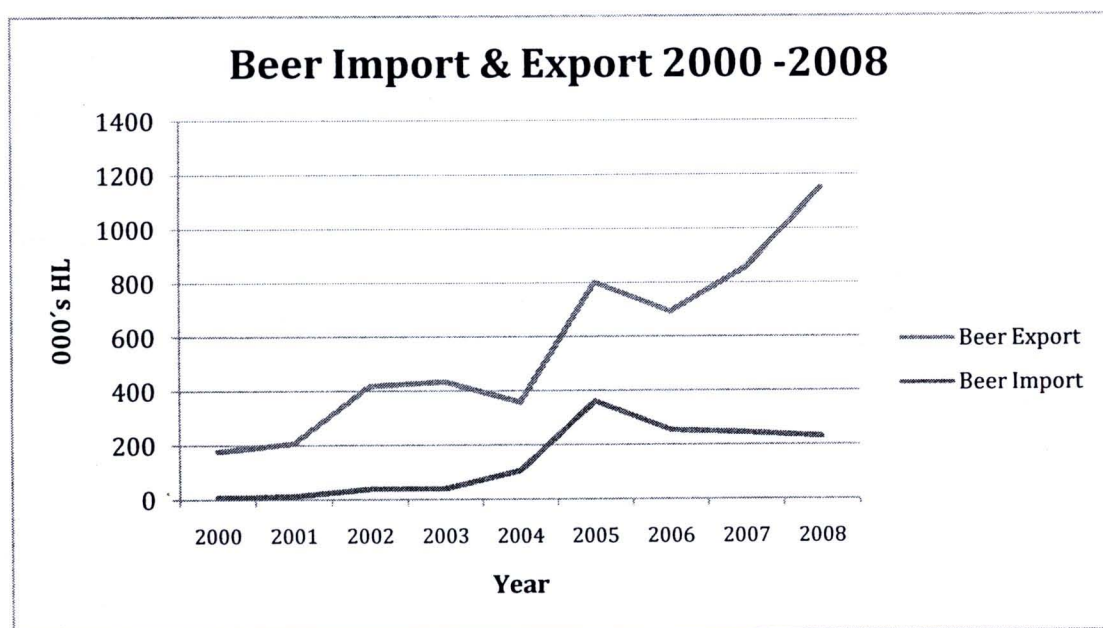
³⁰International Center for Alchol Policies. (2010). *Alcohol Production by Country*. Canadean Limited.

simply overproduction, which causes less production the year later.³¹ Overall there is production of beer in Thailand has approximately doubled in this eight year period, growing from just 10,833,000 hecto liters (HL) to 20,820,000 HL. Estimates of the alcohol industry accounting for the period 2008 – 2013 speculate on a 7 % annual growth in beer sales, estimating that total sales growth in beer in the same period being 40,6%.

Thailand has not only seen growth in the production of beer in for the domestic market in recent times. The export of Thai beer has been ever rising as an export product. The export of Thai beer is spearheaded by the two major alcohol companies in Thailand, ThaiBev who export the beer Chang and Boon Rawd Brewery with Singha. As shown on Figure 10 the beer export have grown from being just under 177.000 hecto litres (HL) up to almost 11,51000 HL in just eight years accounting for approximately six fold growth in the period.

³¹ ThaksaphonThamarangsi. (2. Febuary 2010). Director of The Center for Alcohol Studies in Thailand. (P.A. Steinarsson, Interviewer)

Figure 9. Beer import & export



Source: International Center for Alcohol.³²

Beer production in Thailand has not only been spurred by increased domestic demand but also by greater exports as Figure 9 displays. Just like domestic beer, exported beer is growing rapidly, until the year 2005 taking a dramatic fall and not recovering. When asked about the reason for this fall in import Dr. Thaksaphon assumed that it could be related to the ASEAN Free Trade Agreement (AFTA). Which stimulated an influx of industry investment from imported to domestic copies of international beer, with brands such as Tiger. This explanation of Dr. Thaksaphon can be backed up by the data on Thai Beer production, but as seen on figure 6, Thai beer production increases considerably within the same timeframe as the increase in the imported beer.³³

³²International Center for Alcohol Policies. (2010). *Alcohol Production by Country*. Canadian Limited.

³³ Thaksaphon Thamarangsi. (24. August 2010). Director of Center of Alcohol Studies in Thailand. *E-mail*. Bangkok, Thailand.

4.3 Thai Legislation on Alcohol

Before round one of the discussion of the Alcohol Control Act in 2546 (2003) there was no specific regulation regarding promotion and advertisement of alcohol products in Thailand. The only regulation concerning alcohol products that could be found was in the Food Control Act 2522 (1979), prohibiting the advertisement of beverages with more than 15% alcohol content, on television before 22.00. It was the responsibility of the Government Public Relation Department (PRD) to monitor that those regulations were followed. In reality the sector was mostly regulation free. Evidence shows that the Thai public had been exposed to a very high level of alcohol promotion. For example, the advertising budget for broadcast media of the alcohol industry grew 7,4 times between the years 1989 and 2003. The overall advertising budget of alcohol companies reaching 2,500 million Baht in the year 2000.^{34&35} There was obviously need for structuring of a system to regulate the control of promotion of alcohol products.

The partial advertising ban on alcohol was a heated issue at the time. The alcohol industry lobbied heavily against it, forming an unexpected alliance with the sporting sector. Their argument was that a ban on alcohol advertisement would harm sports and the Thai economy. They also claimed that the advertising

³⁴ J. Bung-On Ritthiphakdee. (2001). Alcohol consumption. *The Globe*, 16-17. Page 17.

³⁵ThaksaphonThamarangsi. (2009). *The "triangle that moves the mountain" and Thai alcohol policy development*. Bangkok: Federal Leagal Publications. Inc. Page 256.

ban would not lead to a reduce in consumption and therefore not reduce in alcohol related harm.³⁶

One of the main reasons for the ban was the building pressure on the Thai government to reduce road traffic accidents, which were baked up by the data of enormous alcohol consumption rise among the Thai citizens in recent years. Dr. Yongyuth Kajorntham a adviser to The Thai health Promotion, had distributed data he had gathered from the WHO database, concluding that Thai per capita consumption was the fifth highest in the world at 13,59 litres in the year 2000. Five years Later Dr. Kajorntham findings where revised by WHO to 8,40 litres per capita.³⁷

There where also indicators that a majority of the Thai population wanted to see the Thai alcohol industry take more responsibility for the harm their product causes and that the youth should especially be protected form alcohol promotion. A survey done on the opinion of the public on the partial advertising ban showed that 41,1 % thought the partial ban would be positive, while 38% did not, 25 % where undecided.³⁸

³⁶ThaksaphonThamarangsi. (2009). *The "triangle that moves the mountain" and Thai alcohol policy development*. Bangkok: Federal Leagal Publications. Inc. Page 257.

³⁷ Thaksaphon Thamarangsi. (2009). *The "triangle that moves the mountain" and Thai alcohol policy development*. Bangkok: Federal Leagal Publications. Inc. Pages 257-258.

³⁸ ThaksaphonThamarangsi. (2009). *The "triangle that moves the mountain" and Thai alcohol policy development*. Bangkok: Federal Leagal Publications. Inc. Page 259.

The year 2008 (2551) saw the first round of discussions for of the Alcohol Beverage Control Act B.E. 2551, pushing further alcohol control policies upon the Thai people, covering other fields concerning alcohol consumption. Following are some of the main issues in the Alcohol Control Act:

- Legal drinking age is defined as 20 years and it is forbidden to sell alcohol beverages to highly intoxicated persons.
- Manners and practice of sale of alcohol beverages are limited as follows;
 - Forbidding the sale of alcohol in automatic vending machines.
 - Salesperson of alcohol are not allowed to wander about, in order to sell their product
 - Discounts on all alcohol products are forbidden
 - Forbidding giving free goods when alcohol is purchased
- Banning alcohol consumption at certain places, such as
 - Temples or any place of worship
 - Public health institutions, like hospital and clinics
 - Educational institutions, like high schools and universities
 - Public offices and institutions
 - Public parks
 - Petrol stations
- Direct or indirect advertising of alcohol beverages is banned. Alcohol manufacturers are however allowed to advertise with intent to give out information about the beverage to the public.

- Alcohol beverages should not be accessible during certain time period of the day and on special dates. These restrictions are announced by the authorities and apply to daily sales ban from 14:00 – 17:00. During elections there is a alcohol sales ban the weekend the elections are held.³⁹
- The Alcohol control act also states that individuals that suffer form alcohol dependence or their relatives should get necessary treatment.⁴⁰

In assition to the Alcohol Beverage Control Act B.E. 2551, thereare a few other legislations referring directly to alcohol. In the 43 section of the Land and Traffic Act B.E. 2522 (1979) are legislations on drinking and driving that prohibits the alcohol concentration of a driver of an auto vehicle to be over 50 ml. The Consumer Protection Act, B.E. 2522 (1979) regulates that all alcohol products should have warning labels, which clearly state the harm that can be caused by the consumption of the product.⁴¹

The Thai alcohol industry is not pleased with the regulationa which have been proposed and implemented in the recent year by the Thai authorities, and does not hesitate to provoke the laws and policies. They complain that the

³⁹Thai Alcohol Industry. (2008). *Thai Alcohol Market 2007*. Thai Alcohol Industry.

⁴⁰Thai Governmnet. *Alcohol Control Act B.E. 2551*. Retrieved 21. Agust 2010 from thaiantialcohol.com:www.thaiantialcohol.com/eng/images/.../alcohol_beverage_control_act.pdf

⁴¹Thai Alcohol Industry. (2008). *Thai Alcohol Market 2007*. Thai Alcohol Industry. Page 9

authorities are adding difficulties to their working environment, on top of all the internal problems Thailand has been facing since 2006.

In spite of the harsher regulatory system on alcohol products and the political turmoil, which has had serious consequences for the economy of the country. Estimates predict 5,7% annual growth in the period 2008 – 2013, which accumulates to a 32,2% total growth.⁴²

4.4 Alcohol Marketing in Thailand

The last decade has seen the alcohol industry in Thailand engaged in a new and more controversial ways of marketing strategies. These new strategies are considered to be a new threat to the recent alcohol control advocacy activities. In spite of the partial ban on alcohol advertisement, which took effect in 2003, the alcohol industry has found ways to circumvent the regulations by using indirect advertising or simply ignore them.⁴³

As mentioned above the Thai alcohol industry responded to the partial ban by changing their advertising tactics. The Alcohol industries budget for mobile advertisement, such as billboards on busses and on drinking site promotions rose by 583 % between the years 2003 -2004, the year the partial

⁴²Thai Alcohol Industry. (2008). *Thai Alcohol Market 2007*. Thai Alcohol Industry. Page 17

⁴³Thaksaphon Thamarangsi. (2008). Newly introduced alcohol marketing strategies: Thai experience. *The Globe*, 5-7. Page 18.

ban took effect.⁴⁴ One of the Thai alcohol industries questionable tactics is the so-called “hidden promotion” which is advertising or promotion of surrogate products. A Thai newspaper (Khao-sod) monitored the hidden alcohol promotion on Thai television. The findings were that a typical viewer of Thai television was exposed to alcohol promotion 167 times a day, which was an average of all the television stations.⁴⁵

Dr. Thaksasphon believes that recent moves of the two major alcohol companies, ThaiBev and Boon Rawd Brewery by adding drinking water to their line of products, is done deliberately with the intent to advertise the companies beer brands. Both of the companies use the brand of their most popular beer brand for their drinking water brand, ThaiBev making Chang drinking water and Boon Rawd Brewery Singha Drinking water.⁴⁶ A survey done on the interpretation on a large billboard showing the logo one of the major Thai beer manufacturers, showed that most people believed the billboard was advertising Beer, but officially it was advertising water.⁴⁷

According the findings of a research done in the year 2007 on alcohol and Thai Youth 73.2% of the youth believe that alcohol advertisements increase of alcohol consumption among youths. However, the most distressing findings in

⁴⁴ Thaksaphon Thamarangsi. (2008). Newly introduced alcohol marketing strategies: Thai experience. *The Globe*, 5-7. Page 6.

⁴⁵Thaksaphon Thamarangsi. (2009). *The "triangle that moves the mountain" and Thai alcohol policy development*. Bangkok: Federal Leagal Publications. Inc. Page 262

⁴⁶Thaksaphon Thamarangsi. (10. august 2010). Director of Center of Alcohol Studies in Thailand. (P. A. Steonarsson, interviewer) Bangkok.

the research were that 50% of participants in the survey confirmed that alcohol advertisements lead them to believe that alcohol is not harmful.⁴⁸

Dr. Parichart Sthapitanonda at Chulalongkonr University and her apprentice Natwipa Sinuswarm, a PhD student at Chulalonkorn University, at the faculty of communications arts, conducted a research on the marketing strategies of the Thai alcohol industry in 2006 – 2007. The objective was to study the branding process of alcohol products in Thailand. The result of the research shows that the branding process is based an integrated marketing communication mix, which the researchers call the ten P’s, referring to the well established four P marketing principle.⁴⁹

Table 7. Ten marketing mix P’s

1. Product: They emphasize on redesigning the product and the packaging and launching the new products.
2. Price: They encourage discounts, giveaways and product samples. They also keep the price on premium products considerably low.
3. Place: They provide new outlets to attract their target groups; among those palaces are also websites, who are mostly targeted at the younger generation.
4. Promotion: Use of experimental marketing and intergraded marketing communications tools to appeal to the target groups sense of proud and trendiness.
5. Positioning: Characterizing alcohol beverages as health products. And tying the use of alcohol beverages with only positive aspects such as;

⁴⁸ Nitta Roonsem. (2oo8). *Alcohol marketing and youth*. (N. Johnson, Translated.) London: Global alcohol policy alliance. Page18.

⁴⁹ Parichart Sthapitanonda & Natwipa Sinsuwarn. (2010). *Sin Brand: An Analysis of comunicatin marketing comunication mix of alcohol bevereages*. Bangkok: CAS.

happiness, sophistication and implying that to be a member of the “ in-crowd” one should drink alcohol beverages.
6. Public Advertising: The characteristics accompanied with alcohol are advertised.
7. Public Responsibility Projects: By sponsoring social events and welfare projects
8. Partnerships: They align themselves with various well-known individuals, groups or organisations to join hand in various cooperation’s
9. Publics: They especially target a special type of alcohol consumer, such as; travellers and trendsetters
10. Policy Advocacy: They support social movement groups and use them to challenge policies, which are to their disliking.

Source: CAS⁵⁰

AS seen on table 7 above the ten P’s as marketing mix in terms of the Thai alcohol industry, laid forth by Dr. Parichart Sthapitanonda and Natwipa Sinuswarm give a clear picture of the framework of the marketing strategies of the Thai Alcohol industry. Even so al of them play an important role in the marketing mix of the alcohol Industry, some of the P’s undoubtedly play a far more important role in stimulating the Thais alcohol consumption.⁵¹

⁵⁰Parichart Sthapitanonda & Natwipa Sinuswarn(2010). *Sin Brand: An analysis of comunicatin marketing comunication mix of alcohol bevereages*. Bangkok: CAS.

⁵¹Parichart Sthapitanonda & Natwipa Sinuswarn. (2010). *Sin Brand: An Analysis of comunicatin marketing comunication mix of alcohol bevereages*. Bangkok: CAS.

4.4.1 Price

One of the more important of these variables is the price of the product, and when considering the price one should not forget the economic conditions of the nation. Even though Thailand is among the most developed communities in the Southeast Asia. Thailand is a developing country where at around 10% of its inhabitants live under the poverty line.⁵²

It is a well-known marketing strategy to lower the price of products to stimulate its demand. In marketing terminology this is known as *penetration pricing policy* and it is usually effective in markets where the elite market is small, as in Thailand.⁵³ That is just what the Thai alcohol industry does in order to get the Thai alcohol consumers to choose their product rather than the locally brewed or the homemade alcohol beverages.

The Thai alcohol Industry emphasize on keeping the price of their products low and further more they engage in all sorts of promotional stunts which affects the price directly and indirectly. The methods used by the Thai alcohol industry have varied from simply providing discounts if a certain amount of alcohol beverages was purchased, to the use of give away's. That is offering two for one deals of alcohol beverages or giving some other kind of merchandise to the buyers of their alcohol beverage brand. ThaiBev for example used their

⁵²Central Intelligence Agency. *Thailand*. Retrieved 6. September 2010 from The World Factbook: <https://www.cia.gov/library/publications/the-world-factbook/geos/th.html>

⁵³ Jerome Carthy & William D. Perreault. (1984). *Basic Marketing*. Illinois: Irwin. Page 562.

popular rum brand Sam Song to promote their beer brand Chang, by giving Sam Song buyers a free sample of Beer Chang.⁵⁴ Another recent example of controversial marketing tactics of the alcohol industry was when a major Boon Rawd Brewery distributed “sexy edition calendars” to buyers while purchasing alcohol beverages for the new years festivities. Dr Saman Futrakul, director of the Office of the Alcohol Beverage and Tobacco Consumption Control Committee, said that distributing a free product to encourage alcohol drinking, was an offence, punishable by one-year jail term or a 50.000 baht fine.⁵⁵ In this case the calendars were confiscated by the authorities, but the alcohol company is putting up a fight, and suing the confiscation of the calendars. According to Dr. Thaksaphon, director of the CAS authorities have been tightening their grip on a toward the alcohol industry, but the industry always hits back. It has a lot of power and does not hesitate to use it, with its army of lawyers and lobbyists.⁵⁶

Another influencing factor that has effected the pricing of alcohol beverages in Thailand is the implementation of trade agreements. The ASEAN Free Trade Area (AFTA) agreement was signed in Singapore 1992 when the regional organization only had six members, Thailand, Brunei, Indonesia, Malaysia, Philippines and Singapore. Vietnam joined in 1995, Myanmar and Laos in 1997 and Cambodia was the last nation to join in 1999, making the ASEAN

⁵⁴ Natwipa Sinuswarm. (17. Agust 2010). PhD student and alcohol Resercher. (P. A. Steinarsson, Interviewer)

⁵⁵Nation, T. (16. December 2009). *Health ministry to bust calendars with beverage logos* . Retreived 11. August 2010 from <http://www.nationmultimedia.com>:

<http://www.nationmultimedia.com/search/read.php?newsid=30118583&keyword=alcohol+youth>

⁵⁶ Thaksaphon Thamarangsi. (2010, Febuary 2). Director of The Center for Alcohol Studies in Thailand. (P.A. Steinarsson, Interviewer)

member states ten altogether. It was a requirement for the four newcomers to sign the AFTA agreement in order to become fully-fledged members of ASEAN, but they were given a longer time frame in which to meet AFTA's obligations. Like all regional trade agreements, the primary goals of AFTA are firstly to increase ASEAN's competitive edge as a production base in the world market through the elimination of tariffs and non-tariff barriers and to attract more foreign direct investment to ASEAN.⁵⁷

WHO have expressed grave concern over the fact that alcoholic beverages are treated just like any other product in trade agreements. WHO pinpoint a fundamental conflict of free trade and public health relating to alcohol, and that the negative effects are likely to be more severe in developing countries because of the free flow of alcohol.⁵⁸

Dr. Thaksaphon argues that the AFTA agreement has led to an expansion of the Thai alcohol market and reduced the retail price of imported alcohol beverages significantly. He furthermore states That that low price of beer and secondary spirits is a major factoring the increase of alcohol consumption among the Thai people, but the price of alcohol beverages have been relatively low in Thailand, both in a regional and a global comparative.⁵⁹ In the grips of a world recession and political turmoil the Thai alcohol industry has been

⁵⁷ASEAN. *ASEAN free trade area (AFTA)*.Retreved 8. September 2010 from aseansec.org/: <http://www.aseansec.org/7665.htm>

⁵⁸FORUT. (26. January 1007). *FAct sheet WTO/GATS alcohol developments*. Retreved 10. July 2010 from eurocare.org/: www.eurocare.org/content/download/2470/12068/.../2/.../WTO+GATS.pdf

⁵⁹ Thaksaphon Thamarangsi. (2008). Newly introduced alcohol marketing strategies: Thai experience. *The Globe* , 5-7. Page 6.

emphasizing on super economy alcohol beverages in order to boost the alcohol consumption of low-income alcohol consumers.⁶⁰

4.4.2 Place (accessibility)

It is a known fact that with increased accessibility of alcohol beverages will stimulate the overall alcohol consumption in a society.⁶¹ Therefore, it is in favor of the alcohol industry to have as many outlets as possible. The number of authorized alcohol have dealers grown enormously, mostly stimulated by the economic growth and the evolution of society towards a modern state. With the emergence of convenient stores chains such as Seven-Eleven the accessibility has multiplied. In a research on the economic aspects of alcohol in Thailand 2004 had findings claiming that there was one authorized alcohol dealership on every 110 individuals and only an average of 7,5 minute walk to the next alcohol dealership.⁶²

Another aspect of accessibility of alcohol concerns the younger generation, especially students. Portable bars offering alcohol drinks designed for the younger customer base, like alcohol smoothies and other sweet and candy like alcoholic beverages, place them self nearby high schools and universities, with the intent of selling their product to the students when they

⁶⁰Thai Alcohol Industry. (2008). *Thai Alcohol Market 2007*. Thai Alcohol Industry. Page 1

⁶¹Thomas Babor. (2003). *Alcohol: No ordinary commodity*. New York: Oxford Univeristy Press.

⁶²Thaksaphon Thamarangsi. (2008). Newly introduced alcohol marketing strategies: Thai experience. *The Globe*, (pp) 5-7. Page 6.

have finished their schooldays. Authorities retaliated and have banned selling of alcohol in the proximity of educational institutions.

4.4.3 Positioning and Promotion

One of the major arguments for banning or limiting alcohol advertisements is to reduce social harm and protecting children and teenagers who can easily been influenced toward drinking without fully understanding consequences of their choices. Unfortunately much of the advertising from the Thai alcohol industry conveys messages of half-truths. Thus alcohol beverage are usually linked with only enjoyable, exciting, sophisticated or other desirable elements. There is seldom a message of caution or realistic appearances of the consequences of alcohol abuse. Which is understandable, for then the product would not be so desirable if the whole truth was portrayed. The message is clear, If you want to enjoy life to the fullest you drink, alcohol is the variable that makes life fun. Therefore if you do not participate in alcohol drinking behavior your are not a fun person.⁶³

The alcohol industry usually portrays their products alongside young, fashionable, healthy young people, often well known individuals that are idolized by younger people such as actors, models, musicians, athletes or other kinds of celebrities. This is done to create an attractive brand Identity, aligning the alcohol beverage with attractive and well know personalities so the identity

⁶³ Bantid Sornpaisarn. (2007). The impact of Aalcohol advertisement on Youth. In C. f. Studies, *The 3rd National Alcohol Confrence; "Alcohol No Ordianary Commodoty"* (pp. 33-40). Bangkok: Center for Alchol Studies. Page 35.

of the individuals becomes part of the brand identity. There are several examples of this type of alcohol promotion. To promote Beer Chang, ThaiBev had a very popular advertising campaign featuring the very famous Thai singer Carabao. When Boon Rawd Brewery launched its new brand Thai beer, a economy brand aimed at the rural population, they used three former world champion Thai boxers to appear in their advertisement and to promote the new beer brand. The Thai boxers where Kaosai Galaxy, Samart Payakarun and Sumlock Kumsingh. The campaign was launched just before the Songkran holliday with an estimate 80 million Baht cost.⁶⁴

Another recent example is a campaign by Beer Chang called " just a little bit more for Thai people" which featured the Thai national football team. Dr. Srirath Larpyai who studied alcohol advertisements and their effects on Thai youth, says that advertisements like " just a little bit more" by Beer Chang are deliberately aimed at the Thai youth, portraying respected role models in an environment of enjoyment and beauty. These sorts of advertisements send out the message, that if an individual wants to be popular and have a lot of friends, he should drink a certain brand of alcohol beverages. And if they want to help society they should drink another specific alcohol brand to support the alcohol industry, for the alcohol industry are responsible community builders.⁶⁵

⁶⁴Bangkok Post. (6. April 2002). Boxers add punch to newst brew. Page. 8.

⁶⁵Bantid Sornpaisarn. (2007). The impact of Aalcohol advertisement on Youth. In C. f. Studies, *The 3rd National Alcohol Confrence; "Alcohol No Ordianary Commodoty"* (pp. 33-40). Bangkok: Center for Alchol Studies. Page 34.

Dr. Nita Roonkasem agrees and states that Thai alcohol industry's recent marketing campaigns, show that they are directing their focus more on the youth. These strategies include aligning alcohol beverage with popular leisure or entertainment, mainly; music and sport.⁶⁶ Furthermore she argues that the Thai alcohol industry has been applying a twofold marketing strategy to enhance brand awareness and promote positive attitudes. One part of the strategy is aligning the alcohol beverage brand name with music and sporting events. The other facet of the strategy is to providing community support in various ways, such as; financial sponsoring culture, religion and charities. This is done with the intent to promote a positive image, heighten respect for of the alcohol corporations, and establish a beneficial relationship with its business partners.⁶⁷

Branding the alcohol beverage correctly by making it appealing to the target group is what ultimately makes the product successful. According to Koh Poh Tiong, former CEO of Asian Pacific Breweries (APB), which is a joint venture with Heineken, stated in an interview that branding was what mattered most of all, branding is in many instances the only difference between beer beverages, In his words:

"Beer is six thousand years old roughly. A beer is a beer is a beer.

Nothing much has changed. Maybe it is less cloudy then two

⁶⁶Nitta Roonsem. (2008). Alcohol marketing and youth. (N. Johnson, Ritstj.) *The Globe* , 18-19. Page 18

⁶⁷Nitta Roonkasem. (2007). The Marketing strategies of the Alcohol Business Group in Thailand. In C. o. Studies, *The 3rd National Alcohol Conference; "Alcohol No Ordinary Commodity"* (p. 36). Bangkok. Page 36

thousand years ago.... But there is nothing much you can do with beer because it is six thousand years old. So therefore it is all about brands...if I look at brand, a brand is like a person. How do I make this product so desirable? We are not selling beer, we are selling image."

4.4.4 New Marketing tactics

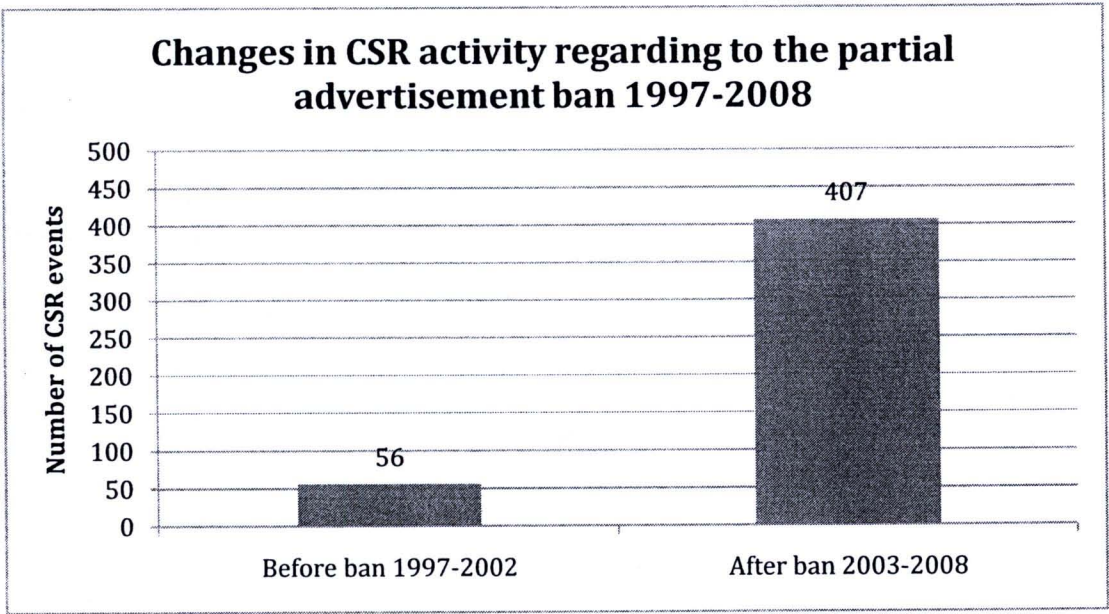
In reaction to the tightening of the regulatory framework the Thai alcohol industry has begun using a more insidious approaches than before. There has been a major shift on the marketing mix of the alcohol brands, mainly shifting from the broadcasting media to what in marketing terms is known as Corporate Social Responsibility (CSR).

The ultimate aim of using CSR marketing is for the corporation to gain more importance in the eyes of the public and to raise the reputation of the corporation. For a good reputation will most likely reflect positively on the corporation's brands and products. ⁶⁸

In a recent research conducted by Natwipa Sinuwarm monitored CSR activity of the Thai alcohol industry. The chart below shows the great shift of the alcohol industries usage of CSR marketing.

⁶⁸Kolija Paetzold. (2010). *Corporate Social Responsibility (CSR): An International Marketing Approach*. Hamburg: Diplomica. Page 52

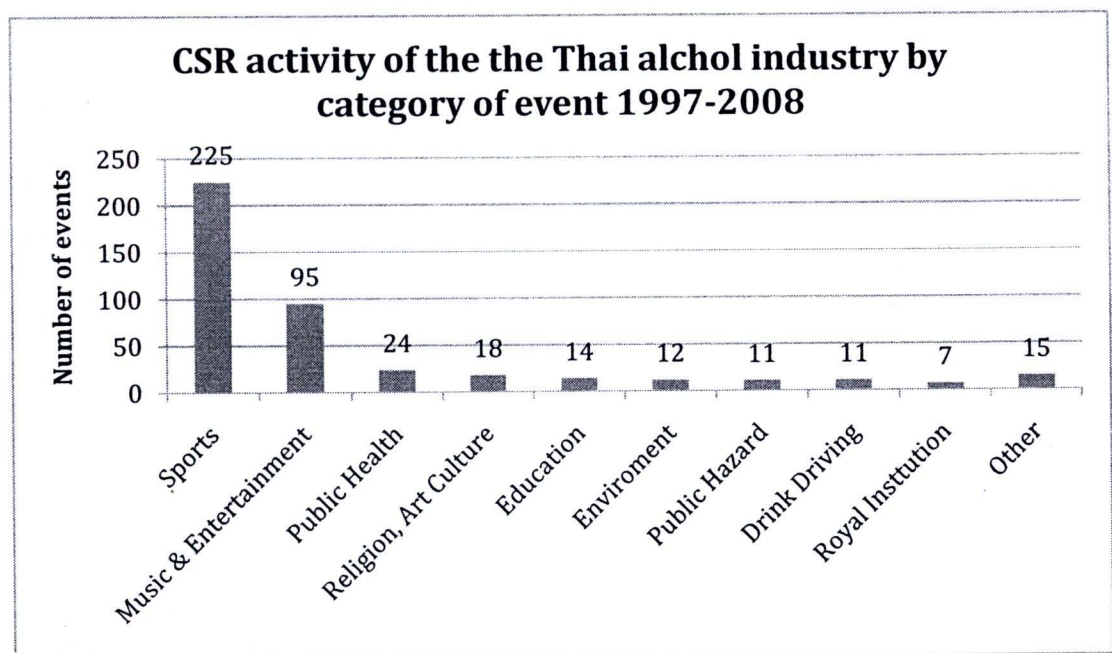
Figure 10. CSR activity



Source; CAS. ⁶⁹

Figure 10 portrays the number of CSR events held or sponsored by the Thai alcohol corporations, before the partial advertising ban on alcohol and after the partial ban. Before the partial advertising ban in the five-year period between 1997 and 2002 the total sum of CSR events where 56. The second column represents the CSR activity after the partial advertising ban on alcohol, showing a clear focus of marketing strategies in the fiver year period 2003-2008 after the partial advertising ban, with the total sum of 403 CSR events being sponsored or produced in order to promote and advertise alcohol beverages.

⁶⁹Natwipa Sinuswarm. (2010, Agust 17). PhD student and alcohol Resercher. (P. A. Steinarsson, Interviewer)

Figure 11. CSR activity by events

Source; CAS.⁷⁰

Figure 11 above lays out the CRS activity in the eleven-year period between 1997-2008, and the events are categorized by sector. The Thai alcohol industry is emphasizing mostly on the sport sector with 52 percent of all CRS activity connected to that sector, in second place are music and entertainment CSR activities. Combined the sports and music and entertainments activities are dominant with 74 percent off all CSR activities sponsored by the alcohol industry. The CSR activities of the alcohol industry are spread out between different sectors of society, such as public health, religion, art, culture, education and environment to name a few.

⁷⁰Natwipa Sinuswarm. (2010, Agust 17). PhD student and alcohol Resercher. (P. A. Steinarsson, Interviewer).

Football has been one of the sports the alcohol Industry sponsor greatly in recent years. The Thai alcohol majors have both been sponsoring domestic football and international football. An example of the domestic sponsorship is, Boon Rawd Brewery using Singha as a sponsor for fourteen domestic football teams.⁷¹ Chang follows the same line by being one of the Thai Football Association's main sponsors⁷²

The Thai alcohol companies have further more been pushing the promotion of their Beer brands on a global platform by affiliating their beer bands with well-known football teams in the English Premiership, the most popular football league in the world. Chang has been sponsoring Everton Football club since 2004 and currently have a three-year sponsorship contract with the club ending after season 2010-2011. ThaiBev paid 382 million Thai Baht for the current three-year contract with Everton football club as their number one sponsor, with the logo of their beer brand on front of the team's uniform. ThaiBev have plans to extend the deal with Everton.⁷³

Singha have just signed a sponsorship contract with two of the largest Premiership football clubs in England, Manchester United and Chelsea FC. The contract entails that Singha beer is the official beer of the two football clubs and is the only beer brand available at the two-football club home ground stadiums,

⁷¹The Nation. (6. August 2010). *Singha signs Bt409m sponsorship deal with Chelsea FC*. Retrieved 8. October 2010 from nationmultimedia.com: <http://www.nationmultimedia.com/home/2010/08/06/business/Singha-signs-Bt409m-sponsorship-deal-with-Chelsea--30135329.html>

⁷²Football Association of Thailand. *Football Association of Thailand*. Retrieved 8. October 2010 from fat.or.th: <http://www.fat.or.th/>

⁷³The Bangkok Post. (31. July 2010). *Chang Satisfied*. Retrieved 8. October 2010 from bangkokpost.com: <http://www.bangkokpost.com/news/sports/188765/chang-satisfied>.

Stanford Bridge and Old Trafford. The three-year sponsorship deal with Manchester United costs Boon Rawd Brewery 302 million Thai Baht and the Sponsorship deal with Chelsea FC is a four-year contract costing 409 million Thai Baht. Boon Rawd Brewery will spend a further two billion Thai Baht in the next three years in marketing and sponsorship activities affiliated with the two football clubs.⁷⁴

Marketing director of Singha, Chatchai Wiratyosin, says that, Sponsoring Chelsea and Manchester United is meant to boost and secure the presence of Singha's brand in the international markets, especially in Europe. Boon Rawd Brewery also aims to use the sponsorship with the English football clubs to enhance their brand in the Asian market and plan to be one of the top three beer brands in Asia in the next three years and to become a top-50 global brand within five years.⁷⁵

Dr. Thaksaphon claims that the main incentive for the two major Thai alcohol companies to participate in sponsorship deals with premier ship football clubs is mostly to advertise their beer brands indirectly in Thai television and align them self with a very popular pastime.⁷⁶

⁷⁴The Nation. (6. August 2010). *Singha signs Bt409m sponsorship deal with Chelsea FC*. Retrieved 8. October 2010 from nationmultimedia.com: <http://www.nationmultimedia.com/home/2010/08/06/business/Singha-signs-Bt409m-sponsorship-deal-with-Chelsea--30135329.html>

⁷⁵The Nation. (6. August 2010). *Singha signs Bt409m sponsorship deal with Chelsea FC*. Retrieved 8. October 2010 from nationmultimedia.com: <http://www.nationmultimedia.com/home/2010/08/06/business/Singha-signs-Bt409m-sponsorship-deal-with-Chelsea--30135329.html>

⁷⁶Thamarangsi, T. (2010, August 12). Director of Center of Alcohol Studies. (P. A. Steinarsson, Interviewer).